

SECRETARIAT DISSEMINATION

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PRIORITY DIRECTOR

SECTION ONE AND 2 OF TWO

REF DIRECTOR 36717*

1. PHOENIX: ON 1 JULY 1969 DEPCORDS/MACV ASSUMED MANAGEMENT AND SUPPORT RESPONSIBILITIES FOR THE PHOENIX PROGRAM. WE PROVIDE A SENIOR OFFICER WHO IS PROGRAM DIRECTOR AND OUR SENIOR OFFICERS AT REGION AND PROVINCE LEVELS PARTICIPATE IN THE PROGRAM AS DEPUTY CHAIRMAN OF THE LOCAL PHOENIX COMMITTEES. AS DEPUTY CHAIRMAN AGENCY OFFICERS PROVIDE AN INTELLIGENCE INPUT INTO THE PROGRAM AND THROUGH THEIR LIAISON CONTACTS, PRIMARILY WITH THE SPECIAL POLICE, THEY ENCOURAGE GOVERNMENT OF VIETNAM (GVN) TO MAKE AN OPTIMUM EFFORT ON THE ATTACK ON THE VIET CONG INFRASTRUCTURE.

2. PHOENIX MACHINERY IS NOW IN PLACE AND FUNCTIONING COUNTRYWIDE. AS A RESULT OF THE ACTION TAKEN ON THE U.S. SIDE TO MAKE PHOENIX A GVN PROGRAM, FULL PARTICIPATION BY APPROPRIATE GVN AGENCIES HAS BEEN ACHIEVED. THE GVN AT THE PRESIDENTIAL AND PRIME MINISTER LEVELS ACCEPT AND APPROVE

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THE PHOENIX CONCEPT AND ITS METHODOLOGY. AS A RESULT THE PRESIDENT AND PRIME MINISTER ARE PLACING A GREAT DEAL OF PERSONAL COMMAND EMPHASIS ON PHOENIX OPERATIONS. THIS HAS GOOD AND BAD CONSEQUENCES. IN A POSITIVE SENSE THE VIETNAMESE ARE AWARE THAT THE PROGRAM IS GVN DIRECTED AND NO LONGER A U.S. INSTRUMENT. ON THE OTHER HAND, TOP LEVEL GVN ATTENTION ON THE PROGRAM HAS RESULTED IN UNREALISTIC QUOTAS BEING SET AS MONTHLY APPREHENSION GOALS. THIS IN TURN HAS CAUSED A PRE-OCCUPATION AMONG LOWER RANKING GVN OFFICIALS WITH QUANTITY RATHER THAN QUALITY IN ATTACKING THE VCI.

3. STATISTICS FOR THE FIRST SIX MONTHS OF CALENDAR YEAR 1969 SHOW A GENERAL, ALTHOUGH NOT CONSISTENT, INCREASE IN NUMBERS OF VCI NEUTRALIZED. THE FIGURES FOR JUNE AND JULY DO HOWEVER SHOW IMPROVEMENT IN THE VITAL QUALITY FACTOR. OF 1,795 VCI NEUTRALIZATIONS ACCOUNTED FOR BY PHOENIX OPERATIONS DURING JULY, APPROXIMATELY 22 PERCENT WERE INDIVIDUALS SERVING AT DISTRICT LEVEL OR HIGHER. THE PERCENTAGE OF DISTRICT LEVEL OR HIGHER APPREHENSIONS FOR JUNE WAS ALSO 22 PERCENT. THE AVERAGE FOR THE PREVIOUS

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FIVE MONTHS WAS 19 PERCENT OF TOTAL NEUTRALIZATIONS.

4. PHOENIX PROGRAM PLANNING FOR THE NEXT SIX MONTHS EMPHASIZES INCREASED QUALITY OF APPREHENSIONS I.E., CADRES AT THE DISTRICT LEVEL AND HIGHER AND DE-EMPHASIZES LOWER LEVEL VILLAGE AND HAMLET CADRE APPREHENDED FOR PURPOSES OF MEETING UNREALISTIC MONTHLY QUOTA TARGETS.

5. THE PHOENIX EXPERIENCE TO DATE HAS SURFACED SEVERAL UNIQUE PROBLEMS WHICH MERIT FUTURE ATTENTION IF THE PROGRAM IS TO INCREASE ITS CONTRIBUTION TO THE ONE WAR EFFORT. THESE ARE:

A. ABSENCE OF NATIONAL LAWS TO ASSURE UNIFORM PUNISHMENT FOR ARRESTED VCI;

B. VAGUE RULES FOR EVIDENCE AND JURIDICIAL PROCEDURE;

C. LACK OF PRECISION IN JUDICIAL JUDGEMENTS;

D. APPEARANCE OF LIMITED BUT REAL POLITICAL MALAISE DUE TO POSSIBILITY THAT NATIONAL LIBERATION FRONT AND VC MAY PARTICIPATE IN FUTURE GOVERNMENTS THROUGH AGREEMENT REACHED AT PARIS OR ELSEWHERE.

E. AVAILABILITY OF RELATIVELY POOR DATA BASE

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FOR IDENTIFYING INDIVIDUAL VCI AND THUS ERRORS EXIST
IN DETERMINING TOTAL NUMBER OF VCI COUNTRYWIDE.

6. EFFORTS ARE UNDER WAY TO CORRECT EXISTING DEFICIENCIES
AND THESE INCLUDE THE FOLLOWING ACTIONS:

A. MOUNTING OF GVN INFORMATION CAMPAIGN TO
FAMILIARIZE THE POPULATION WITH IMPORTANCE OF
PROGRAM AND ITS REAL OBJECTIVE WHICH IS PROTECTION
OF POPULATION BY ELIMINATION OF VC.

B. IMPROVEMENT OF THE INTELLIGENCE INPUT INTO
THE PROGRAM BY ALL AMERICAN AND GVN CONTRIBUTORS
IN ORDER TO RECTIFY EXISTING DEFICIENCIES IN THE DATA
BASE;

C. MORE EFFICIENT TRAINING FOR GVN PHOENIX
PERSONNEL WITH THE HOPE THAT FUTURE TRAINEES WILL
HAVE HIGHER QUALIFICATIONS THAN THOSE POSSESSED
BY THEIR PREDECESSORS.

D. IMPROVED EVALUATION SYSTEMS WHICH WILL
MORE REALISTICALLY MEASURE ACCOMPLISHMENTS BY
SOME YARDSTICK OTHER THAN TOTAL NUMBER OF
NEUTRALIZATIONS.

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E. REVISED JUDICIAL PROCEDURES SUPERVISED AT NATIONAL LEVEL TO INCLUDE CLASSIFICATION AND SENTENCING GUIDELINES DISSEMINATED IN WRITTEN FORM TO OPERATING ECHELONS WHICH WILL BE DESIGNED TO KEEP HARD CORE VC CADRE IN JAIL.

7. ON BALANCE PHOENIX IS PLAYING VERY USEFUL ROLE IN ONE WAR CONCEPT. IT IS MAKING SIGNIFICANT CONTRIBUTION TO THE ROLLUP OF THE VCI WHICH MUST CONTINUE IF WE ARE TO DENY SOUTH VIETNAM TO THE COMMUNISTS. IT IS THIS PROGRAM WHICH DENIES THE NVA LOCAL SUPPORT AND ISOLATES IT FROM THE POPULATION. THE GVN IS TAKING MEASURES TO SOLVE DEFICIENCIES. THE PROSPECTS FOR THE NEXT SIX TO TWELVE MONTHS ARE AS FOLLOWS:

A. SLOW BUT INCREASINGLY EFFECTIVE IMPROVEMENT BY THE GVN IN TARGETING TECHNIQUES WITH END RESULT BEING GREATER NUMBER OF DISTRICT OR HIGHER LEVEL VCI BEING APPREHENDED. THIS LOSS OF LEADERSHIP WILL REDUCE ENEMY CAPABILITY SIGNIFICANTLY.

B. BETTER UNDERSTANDING OF PROGRAM BY VIETNAMESE CITIZENS DUE TO GOVERNMENT'S EDUCATION

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PRIORITY DIRECTOR

FINAL SECTION OF TWO

PROGRAM. THIS WILL INCREASE POPULAR SUPPORT FOR

PROGRAM AND PARTICIPATION IN IT WILL INCREASE AND THUS MAKE IT MORE EFFECTIVE.

C. MORE CLEARLY DEFINED LEGAL PROCEDURES
FOR ARREST AND SENTENCING WITH END RESULT BEING
HARD CORE VC WILL STAY IN JAIL LONGER.

D. IMPROVEMENT IN DATA BASE USED TO ESTIMATE
TOTAL STRENGTH OF VC.

8. IN SHORT PROGRAM HAS GOOD CHANCE FOR CONTINUED
SUCCESS AND ITS FUTURE PROSPECTS FOR PROGRESS HAVE CERTAINLY IMPROVED
OVER WHAT THEY WERE SIX MONTHS AGO.

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*Requested certain information for possible use by Chief

in the high

level Vietnam review session on 12 September.